



2024-25

ANNUAL BUSINESS PLAN & BUDGET



THE CITY of
Unley



KAURNA ACKNOWLEDGEMENT

We would like to acknowledge the City of Unley is part of the traditional lands for the Kaurna people and we respect their spiritual relationship with their country.

We acknowledge the Kaurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna

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COMMUNITY CONSULTATION

Community Consultation

Community consultation on the Draft 2024-25 Annual Business Plan and Budget occurred between 29 April and 20 May 2024.

Feedback received was considered by Elected Members at a Budget Workshop prior to the adoption of the 2024-25 Annual Business Plan and Budget.

They City of Unley would like to thank everyone who provided feedback during the consultation period.

Changes since Community Consultation

The proposed budget for 2024-25 was reviewed following budget consultation in May.

In late April, the Australian Bureau of Statistics advised Adelaide CPI for the year ended March 2024 was 4.3%.

Council has reviewed the general rate increase in light of higher than forecast CPI.

This has resulted in an average increase in general rates from 3.75% to 3.95%, to ensure that Council's operating surplus remains well within the target range of 4% - 6%.

As a result, the forecast Operating Surplus ratio has increased from 4.3% to 4.5%.

Borrowings at 30 June 2025 are forecast to be \$3.6M.

ELECTED MEMBERS

The Mayor and Elected Members are elected by the local community to represent **the interests and needs of the community**.

Elected Members provide community leadership and guidance and facilitate communication between the community and the Council.

They play an important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

There are 13 Elected Members on the Council of the City of Unley including the Mayor, Michael Hewitson AM.

MAYOR



Michael Hewitson AM

CLARENCE PARK Ward Councillors



Don Palmer



Rebekah Rogers

FULLARTON Ward Councillors



Jack Gaffey



Peter Hughes

GOODWOOD Ward Councillors



Chris Crabbe



Georgie Hart

PARKSIDE Ward Councillors



Jennifer Bonham



Luke Doyle

UNLEY Ward Councillors



Stephen Finos



Jane Russo

UNLEY PARK Ward Councillors



Monica Broniecki



Michael Rabbitt



CONTEXT OF THE ANNUAL BUSINESS PLAN

Background

Under Section 123 of the *Local Government Act 1999*, Council is required to have a budget for each financial year. The budget must be considered as part of the Council's Annual Business Plan.

Before a council adopts its Annual Business Plan it must prepare a draft Annual Business Plan and undertake a public consultation process. Consultation on this plan occurred between 29 April and 20 May 2024.

All feedback collected during this period was distributed and considered by the Elected Members of Council at a Budget Workshop in order to finalise Council's 2024-25 Annual Business Plan and Budget.

Purpose of the Plan

The purpose of the Annual Business Plan is to impart an understanding of:

- Annual objectives for the year in the context of Council's long-term objectives
- Overview of the activities and services provided by Council
- Key financial information relating to revenue and expenditure
- Proposed new initiatives and projects
- Rating context and impact of rates for 2024-25
- Council's Financial Planning Framework including Long-Term Financial Plan and Asset Management Plans



Strategic Planning Framework

Resourcing Strategy

- Assets
- Long Term Financial Plan
- Other plans and strategies

**Community Plan
2017 - 2033**



**Four Year Plan
2021 - 2025**



**Annual Plans
2024 - 2025**



- Annual Business Plan & Budget
- Annual Operating Plan

Vision



Action

Measuring Performance

Council measures its achievements and financial performance through the following processes:

- Regular financial reporting to Executive and Council
- Quarterly corporate performance report to Executive and Council
- Budget Reviews in accordance with legislation
- Annual review of the Long-Term Financial Plan
- Review and input from Council's Audit Committee
- Production of an Annual Report including audited financial statements
- Community Engagement

BUDGET OVERVIEW

Background

The Business Plan and Budget for 2024-25 has been prepared in accordance with the priorities of Unley's Community Plan 2033 and the 4 Year Delivery Plan 2021-2025, with due consideration of its key financial indicators.

Forecast rate income is based on the following assumptions:

- **General Rate Increase** **3.95%**
- **Increase from new** **0.58%**
 rateable properties
 and improvements

Council carefully considered the rates increase in context with Adelaide CPI which was 4.3% for the year ended March 2024.

Growth in the number of rateable assessments is 37.

Further information, including the average increase for each land use category is contained on page 26.

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Key Financial Targets

Council has reviewed its Key Financial Targets after considering its draft Long Term Financial Plan. The Key Financial Targets are:

Financial Indicator	Adopted Target	2024-25 Budget
Operating Surplus Ratio (excl. equity accounted businesses)	Between 4% and 6% LTFP average of 5%	4.5%
Net Financial Liabilities Ratio	< 80%	11%
Asset Renewal Funding Ratio (Rolling 10 Year average)	≈ 100% LTFP average of 100%	100%
Asset Sustainability Ratio (Rolling 10 year average)	≈ 100% LTFP average of 100%	101%

Further information regarding the financial indicators are included on pages 34-35.

RATES OVERVIEW

As outlined on the previous page, General Rates revenue will increase by 4.5%, consisting of a 3.95% increase in general rates, plus an additional 0.58% from new rateable properties and capital improvements to existing properties.

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Valuation Method

The Council uses the capital value method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Differential General Rates

Council will declare three differential General Rates according to the land use category, as outlined in the table below.

Category 1	Residential
Category 2	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3	Commercial Office Commercial Other

Capital valuations have increased on average over the past 12 months. Accordingly, Council has reduced the differential rates in the dollar so the total income received by Council is consistent with the increase outlined above.

The average increase by Land Use Category is provided on page 27.

Minimum Rate

The minimum rate for 2024-25 is \$993, an increase of 3.98% from 2023-24.

There will be 3,855 assessments paying the minimum rate in 2024-25.

Separate Rate for Main Street Trader Associations

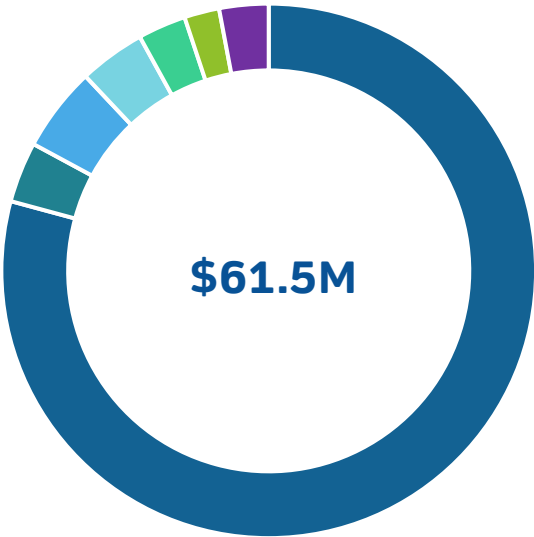
Council will continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

Further details regarding the Separate Rate for the Main Street Trader Associations are provided on page 28.

FINANCIAL SUMMARY

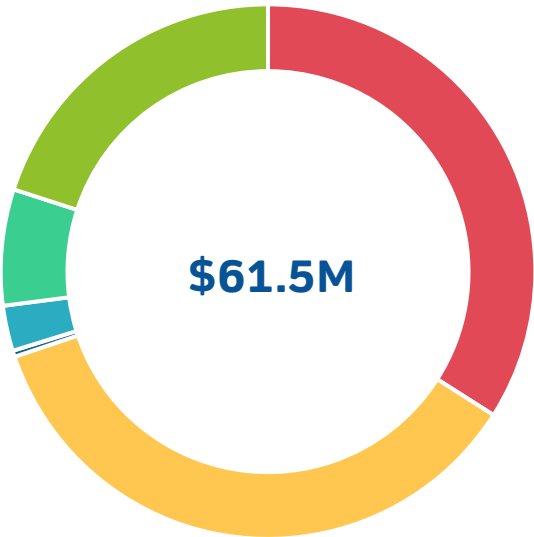
\$'000	2023-24 Forecast	2024-25 Budget
Income		
General Rates Income	46,732	48,849
All Other Income	11,165	10,943
Total Income	57,897	59,792
Expenditure		
Employee Costs	20,247	20,927
Materials, Contracts & Other Expenses	20,577	22,009
Depreciation, Amortisation & Impairment	12,000	12,247
Finance Costs	90	231
Operating Projects	1,531	1,688
Total Expenditure	54,445	57,102
Operating Surplus/(Deficit)	3,452	2,690
Capital Renewal less income to be received	10,290	12,320
New Capital less funding to be received	2,159	4,320
Total Capital	12,449	16,640
Add back Depreciation	12,000	12,247
Operating Surplus/(Deficit) less capital expenditure	3,003	(1,703)
Principal Repayment of loans	277	288
Cash Surplus/(deficiency) after principal repayments	2,726	(1,991)
Fixed Term Borrowings	288	-
Cash Advance Debenture (CAD Borrowings)	1,567	3,558
Total Borrowings	1,855	3,558
Repayment of Fixed Term Borrowings	277	288
Repayment/(draw-down) of CAD	2,726	(1,991)
Net repayment/(draw down) of borrowings	3,003	(1,703)
Operating Surplus Ratio	6%	4.5%
Net Financial Liabilities Ratio	8%	11%
Asset Renewal Funding Ratio	114%	100%
Asset Sustainability Ratio	88%	101%

Where our funding comes from



■ General Rates	\$48.8M	79.4%
■ Other Rates & Levies (includes Landscape Levy)	\$2.3M	3.7%
■ Grants & Subsidies & Contributions	\$3.1M	5.1%
■ User Fees	\$2.5M	4.0%
■ Statutory Fees	\$1.8M	2.9%
■ Other Income	\$1.3M	2.1%
■ Draw down of Borrowings	\$1.7M	2.8%

How we allocate our funding



■ Employee Costs	\$21.0M	34.1%
■ Materials, Contracts & Other	\$22.0M	35.8%
■ Finance Costs	\$0.2M	0.4%
■ Operating Projects	\$1.7M	2.7%
■ New Capital Projects (Net)	\$4.3M	7.0%
■ Capital Renewal (Net)	\$12.3M	20.0%

This financial summary excludes the Equity Accounted Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste). The Equity Accounted Businesses are included in the Budgeted Financial Statements.



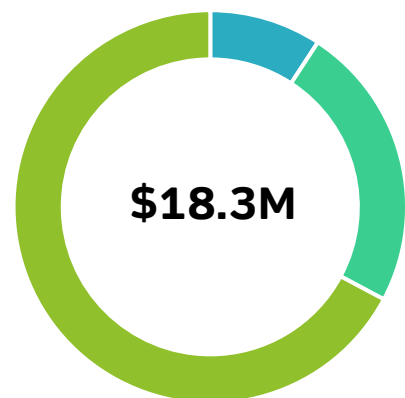
PROJECT PRIORITIES & HIGHLIGHTS

Council's project priorities for 2024-25 stem from the themes outlined in Council's Community and 4 Year Delivery Plan.

Council has undertaken a methodical and considered approach to determine its priorities for the upcoming financial year. These are the steps that were taken to determine the projects:

- The Capital Works Program was guided by Council's Asset Management Plans
- Council projects that aim to assist in achieving the Strategic Themes in Council's Community Plan and 4 Year Delivery Plan
- Elected Members submitted projects based on identified community need
- Projects were divided into three broad categories:
 - Operating Projects (including annual initiatives)
 - New Capital
 - Capital Renewal Program
- An Elected Member workshop was used to further prioritise, refine and finalise the proposed project list for community consultation.

Our Project Expenditure



Operating Projects	\$1.7M
New Capital	\$4.3M
Asset Renewal	\$12.3M

Further information regarding the projects is included on pages 42-54.

OPERATING PROJECTS

Operating Projects are either one-off, short term projects or annual initiatives delivering environmental, cultural or economic benefits to our community.

These projects are funded by Council's rates income.

The full list and further details of each project are included on pages 42-45.

Key Highlights include:

- Environmental Initiatives including:
 - The establishment of a Community Renewables Program \$115K
 - The expansion of tree canopy on public land \$180K
 - Initiatives to reduce Council's carbon emissions \$110K
 - Grant funding to support the Greening of City Verges \$60K
- Delivery of an annual calendar of events \$235K, including the Events in Unley, the Double Shot Coffee Fiesta and a Stage Start for the Santos Tour Down Under
- The Business Precincts Improvement Plan to improve the appearance and amenity of Main Streets \$120K
- A Local Area Traffic Management Plan for Fullarton and Myrtle Bank \$75K.

NEW CAPITAL

New Capital projects are capital works to construct new or to significantly upgrade existing infrastructure and buildings.

These projects are expected to be funding from existing financial capacity without the need for further borrowings.

The full list and further details of each project are included on pages 46-48.

Key Highlights include:

- Council's contribution to the continuation of the Brown Hill Keswick Creek project \$840K
- Year 1 of the City Wide Flood Mitigation Plan Implementation \$864K
- Continuing the implementation of Council's Walking & Cycling Plan \$345K
- North Unley Park Upgrade including construction of a new central playground, toilet block, and picnic shelter \$340K
- Installation of new Pathway Lighting and Furniture at Ridge Park \$150K
- Unley Road Streetscape Upgrade (Stage 3) \$200K.

CAPITAL RENEWAL

The Capital Renewal programs maintain an ongoing program of renewals for Council's \$500M of infrastructure, buildings and assets. They are based on Council's Asset Management Plans that were endorsed by Council in December 2020.

This 2024-25 Renewal Programs include:

- Transport Infrastructure \$6.9M including \$1.75M for Unley Road Kerbing and Footpath Renewals
- Drainage and Stormwater \$800K
- Reserves and Open Space \$1.3M
- Property (incl. Swimming Centre) \$1.2M

These projects are funded by Council's rates income. The full list and further details of each project are included on pages 50-54.

SERVICES PROVIDED TO THE COMMUNITY

The *Local Government Act 1999 (the Act)* prescribes a system of local government to enable councils to govern and manage areas at a local level.

All councils have basic responsibilities under the Act and other relevant legislation. These include:

- Regulatory activities, including voters' roll maintenance and Elected Members' support
- Determining longer-term strategic management plans, including a strategic plan, long term financial plan, infrastructure and asset management plans, and policies and procedures
- Setting rates, preparing an Annual Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open space, playgrounds, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessment
- Provision of various environmental health services
- Management and maintenance of Councils urban forest in streets and parks, and
- Management and maintenance of Council owned Community Centres and other buildings.

A detailed list of Council's Operational Activities, including respective income and expenditure, is included on pages 38-41.

In response to community needs, Council also provides the following services and programs, over and above those listed to the left:

- Aged and Social Care
- Animal Management
- Arts & Cultural Development
- Community Centres
- Community Development
- Community Engagement
- Community Event Programs
- Community Services
- Community Transport
- Community Grants
- Corporate Services
- Economic Development
- Environmental Management
- Library Services
- Museum
- Open Space Management
- Parking Control
- Sport and Recreation
- Sustainable Landscapes
- Volunteers
- Urban Policy and Planning
- Youth Development

The Council also maintains a number of facilities and services on a fee for service basis, some of which are subsidised and include:

- Unley Swimming Centre
- Commonwealth Home Support Program (CHSP)
- Community Bus Service
- Halls for hire
- Ovals, courts, parks and reserves for hire.

INFLUENCES ON THE BUDGET

Significant Influences

Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing its long term financial sustainability.

This approach has enabled Council to minimise the average general rate increase to 3.95%, while maintaining an operating surplus ratio of 4.5%.

The operating projects and new capital expenditure for 2024-25 are driven by the continued implementation of Council's plans and strategies. These include, but are not limited to, the following:

- Climate and Energy Plan
- Tree Strategy
- Walking and Cycling Plan
- Local Area Traffic Management Plan
- Economic Growth Strategy
- Active Ageing

Council is also committed to continue long-term major projects including the Brown Hill Keswick Creek Storm Water Management Project.

The capital expenditure on new assets for 2024-25 is \$4.3M. This includes the capital contribution towards the Brown Hill Keswick Creek Stormwater Project, and commencing the implementation of Year 1 of the City Wide Flood Mitigation Plan.

Other Influences on the Budget

There are also other annual items that we consider when setting rates and deciding on council's program of works. These include:

- Local Government Price Index increases on relevant goods and services.
- Provision for Enterprise Bargaining Agreements which, for most staff, determine conditions of employment and provide for annual salary and wages increases
- Maintaining asset management (renewal) expenditure in-line with Council's recently endorsed Asset Management Plans
- Additional maintenance costs due to increased capital works, and the construction of new assets over recent years
- The Regional Landscape Levy, which Council collects and pays to the Green Adelaide Board.

Council has continued its review of service sustainability to minimise the burden on ratepayers.



COMMUNITY LIVING

People value our City with its enviable lifestyle, activities, facilities and services

Strategic Objectives

- 1.1 Our Community is active, healthy and feels safe
- 1.2 Our Community participates in community activities, learning opportunities and volunteering
- 1.3 Our City meets the needs of all generations
- 1.4 Our Community is proud to be part of our City
- 1.5 Our City is connected and accessible



Annual Objectives for 2024-25

Objective	Measure
Commence implementation of North Unley Park Master Plan with construction of a new central playground, toilet	Completion of Stage 1 Works.
Deliver the “It’s On in Unley” events program including the return of the Double Shot Coffee Fiesta and hosting	Delivery of the events program.
Determine future directions for the Commonwealth Home Support Program.	Council decision on future approach.
Continue implementation of Walking and Cycling Plan, including improvements to Railway Terrace South between Devon Street and Goodwood Road.	Completion of Year 2 design and construction works.
Deliver Council’s Active Ageing program including development of a senior’s guide and introduction of the ‘Retiring Men’ initiative focused on improving mental health and wellbeing.	Delivery of the Active Ageing program.
Continuation of the Unley Museum Expansion project, with the completion of detailed design and identification of grant funding.	Grant funding identified and secured.



ENVIRONMENTAL STEWARDSHIP

We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community

Strategic Objectives

- 2.1 Unley's urban forest is maintained and improved
- 2.2 Excellence in waste management is achieved through avoidance, re-use and diversion
- 2.3 The energy efficiency of the City is increased and our carbon footprint reduced
- 2.4 Efficient, effective & sustainable water management is ensured
- 2.5 The City's resilience to climate change is increased



Annual Objectives for 2024-25

Objective	Measure
Develop and Implement a Community Renewables Energy Program.	Program implemented.
Install specialised dog waste bins in the City's parks and reserves.	Complete Stage 1 of rollout.
Continue the annual planting of trees to increase tree canopy cover on Council owned land as required by Council's Tree Strategy.	Trees planted within annual planting program.
Develop and plan the rollout of a weekly organics waste bin and fortnightly general waste bin collection.	Develop a plan for a staged roll out subject to introduction of proposed legislation.
Install solar panels at the Goodwood Community Centre.	Solar panels installed.
Continue Council's City-Wide Greening Verges Program.	Program delivered.



ECONOMIC PROSPERITY

Our businesses are valued because of the range of goods, services and facilities they provide and new businesses are supported, not burdened with bureaucracy

Strategic Objectives

- 3.1 Unley is recognised as an easy place to do business
- 3.2 Thriving main streets and other business activities operate across our City



Annual Objectives for 2024-25

Objective	Measure
Continue to deliver the Economic Development Growth Strategy and commence development of the 2026–2029 Economic Development Action Plan.	Objectives for 2024-25 delivered and new action plan progressed.
Implement a program of Business Networking and Workshops.	Program implemented.
Establish a Business Precinct Service Level Agreement for Goodwood Road Mainstreet.	Agreement developed.
Develop the implementation of a Business Precinct Improvement Program to enhance the appearance and amenity of the City’s Business Precincts.	Program is developed and Year 1 is implemented.
Continue to provide event sponsorship for Mainstreet Associations.	Sponsorship delivered.



CIVIC LEADERSHIP

Council will listen to the community and make transparent decisions for the long term benefit of the City

Strategic Objectives

- 4.1 We have strong leadership and governance
- 4.2 Council provides best value services to the community
- 4.3 Our business systems and solutions are effective and transparent



Annual Objectives for 2024-25

Objective	Measure
Development of the Community Plan and City Plan.	Council endorsement of the Plans.
Implement a community booking system to automate the booking of community facilities.	Implementation of the booking system.
Develop a Policy/Procedure framework and review Council policies scheduled for review.	Establishment of the framework and completion of scheduled policy reviews.
Development of a strategic approach to Civic Property Assets.	Development of a plan to assess strategic opportunities.
Support Council's long term financial sustainability, with a projected Operating Surplus Ratio of between 4% and 6%.	Budget for a ratio between 4-6%, and achieve an operating surplus ratio of at least 4%.



FUNDING THE BUSINESS PLAN

Over 80% of Council's funding is generated from rates with the balance largely relating to fees and charges set by Council or statutory fees.

In setting the rates for 2024-25 Council will continue with its current method of rating, which involves three differential rates with the application of a minimum rate, applied against the capital improved value of properties. Council considers this to be a fair and equitable method of rating for the City of Unley.

Rates income is used to deliver services. Rates are a form of property taxation, and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

Rate Statistics

Council has 19,706 assessments in 2024-25 including:

- 17,677 assessments within residential Category 1
- 876 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 937 assessments within non-residential Category 3 (commercial offices and commercial – other)
- 216 non-rateable assessments.



2024-25 General Rates

General Rates income will increase by 3.95%, plus an additional 0.58% representing the estimated increase in revenue from new developments and capital improvement to existing properties.

[Council carefully considered the rates increase in context with the Adelaide CPI which was 4.3% for the year ended March 2024.](#)

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Valuation Method

The Council uses the **capital value** method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Council considers this valuation method the most equitable method to spread the rates burden across the measure of wealth within the City. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

In determining how rates are applied, and in determining the rate in the dollar, Council uses the methodology explained on pages 26-29.

COUNCIL’S RATES

Differential General Rates

Council will declare three differential General Rates according to the land use category. The land use categories provided in the table below.

Category 1 Income estimate \$38.7M	Residential
Category 2 Income estimate \$4.1M	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3 Income estimate \$6.2M	Commercial Office Commercial Other

Council considers the principle of rate stability when assessing the rates distribution across 3 categories. The change in capital value across the land use categories and the rates income provided by each category will also be considered.

Minimum Rate

Council has decided that there will be a minimum rate on every rateable property. Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council’s activities and creating and maintaining the physical infrastructure that supports each property. The proposed minimum rate for 2024-25 is \$993, an increase of 3.98% from 2023-24.

There will be 3,855 assessments paying the minimum rate in 2024-25.

Rate Revenue Summary

General Rate Revenue is forecast to increase from \$46.7M to \$48.8M (\$46.8M to \$48.9M before discretionary rebates). This represents an increase of 4.53% (inclusive of a 0.58% increase from new developments and capital improvements) compared to the 2023-24 financial year, before estimated mandatory and discretionary rebates.

Growth in the number of rateable assessments is 0.19%

The average rates payable for each differential rate category, which are based on the land use categories, will increase as outlined in the following table.

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Estimated rate increase by land use category

The rates assessment (rates payable) for a specific property will be dependent upon the 2024-25 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Differential Rate Category/ Land Use Category	Average Rates Payable \$		Average Increase	
	2023-24	2024-25	\$	%
Category 1				
Residential	2,100	2,188	88	4.19%
Category 2				
Commercial - Shop	3,536	3,818	282	7.98%
Industrial Light	4,125	4,492	367	8.89%
Industry Other	8,055	7,422	(633)	(7.86%)
Vacant Land	4,378	5,178	800	18.27%
Other	10,056	10,232	176	1.75%
Category 3				
Commercial - Office	6,739	7,091	352	5.23%
Commercial - Other	5,834	6,071	237	4.06%
Minimum Rate Payable	955	993	38	3.98%

Differential Rate in the Dollar			
Financial Year	Residential	Commercial Shop et al	Commercial Office/ Other
	Category One	Category Two	Category Three
2021-22	0.002352	0.005221	0.005939
2022-23	0.001869	0.004715	0.005425
2023-24	0.001803	0.003947	0.004681
2024-25	0.001797	0.003866	0.004611

COUNCIL’S RATES

Separate Rate for Main Street Trader Associations

Council will continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

The revenue generated by the separate rates for 2024-25 has been considered following consultation with the Main Street Trader Associations.

Unley Road

Currently there are approximately 470 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other that pay the separate rate. The Unley Road Association has requested a 20.3% increase for 2024-25.

King William Road

Currently there are approximately 125 ratepayers with a land use of Commercial Shop with addresses along King William

Road between Greenhill Road and Commercial Road that pay the separate rate. The King William Road Traders Association has requested a 6.4% increase for 2024-25.

Goodwood Road

Currently there are approximately 110 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Goodwood Road between Leader Street / Parsons Street to the north and Mitchell Street / Arundel Avenue to the south that pay the separate rate. The Goodwood Road Business Association has requested a 6.0% increase for 2024-25.

Fullarton Road

Currently there are approximately 55 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Fullarton Road between Cross Road and Fisher Street that pay the separate rate.

Fullarton Road Traders pay a fixed amount. The Fullarton Road South Traders Association have requested no increase, with the fixed amount proposed to remain as \$300 for 2024-25.

Main Street Trader Associations	Separate Rate raised in 2023-24	Separate Rate 2024-25	% Increase (Decrease)
Unley Road	\$121,706	\$146,440	20.3%
King William Road	\$150,350	\$159,940	6.4%
Goodwood Road	\$57,225	\$60,658	6.0%
Fullarton Road	\$16,500	\$16,500	Nil

Discretionary Rebates

The Council may grant a discretionary rebate of rates under Section 166 of the *Local Government Act 1999*.

To ensure all ratepayers contribute an amount towards basic service provision, the maximum discretionary rebate is 75%.

Applicants seeking a discretionary rebate are required to submit an application form to the Council on or before 1 May prior to the rating year. When deciding an application for a Discretionary Rebate, Council considers whether the applicant:

- is not-for-profit
- provides services or activities that are aligned to Councils Community Plan and key strategies
- provides a direct benefit to the residents of the City of Unley
- allows access to the services or activities by the community and general public
- provides direct services to the community as distinct from administration or advocacy

Council's Rate Rebate Policy is available on the City of Unley website, www.unley.sa.gov.au.

Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

The Green Adelaide Board has advised the collection amount for 2024-25 is \$1.714M, an increase of 2.8%.

Council does not retain this revenue, nor determine how the revenue is spent.

Expected Impact on Rate Payers

To deliver the proposed outcomes of the Annual Business Plan for 2024-25, the total General Rates Income required is \$48.8M inclusive of discretionary rebates. This equates to an average general rate increase of 3.95% plus 0.58% growth from new developments and capital improvements.

Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing it's long term financial sustainability.

This approach has enabled Council to minimise the average general rate increase to 3.95%, while maintaining an operating surplus ratio of 4.5%.

FEES AND CHARGES

Section 188 of the Act provides the legal context:

- fees and charges are determined by resolution of Council either as a direct resolution, via by-law or via delegation
- a council is unable to fix or vary fees or charges prescribed under other Acts
- in respect of fees for the use of facilities, services or works requests a council need not fix fees or charges by reference to the cost of the council
- council is required to keep the schedule of fees and charges on public display and provide updates where fees and charges are varied during the year.

Council reviews its fees and charges each year, in conjunction with the development of the annual budget.

As in previous years, a comprehensive review has been undertaken to ensure that the fees:

- reflect (or move progressively toward) the cost of the services given
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through existing policy or plans
- are consistent with Council's LTFP assumptions.

Generally, this has resulted in fee increases that are in line with CPI or the Local Government Price Index, insofar as this is practicable.

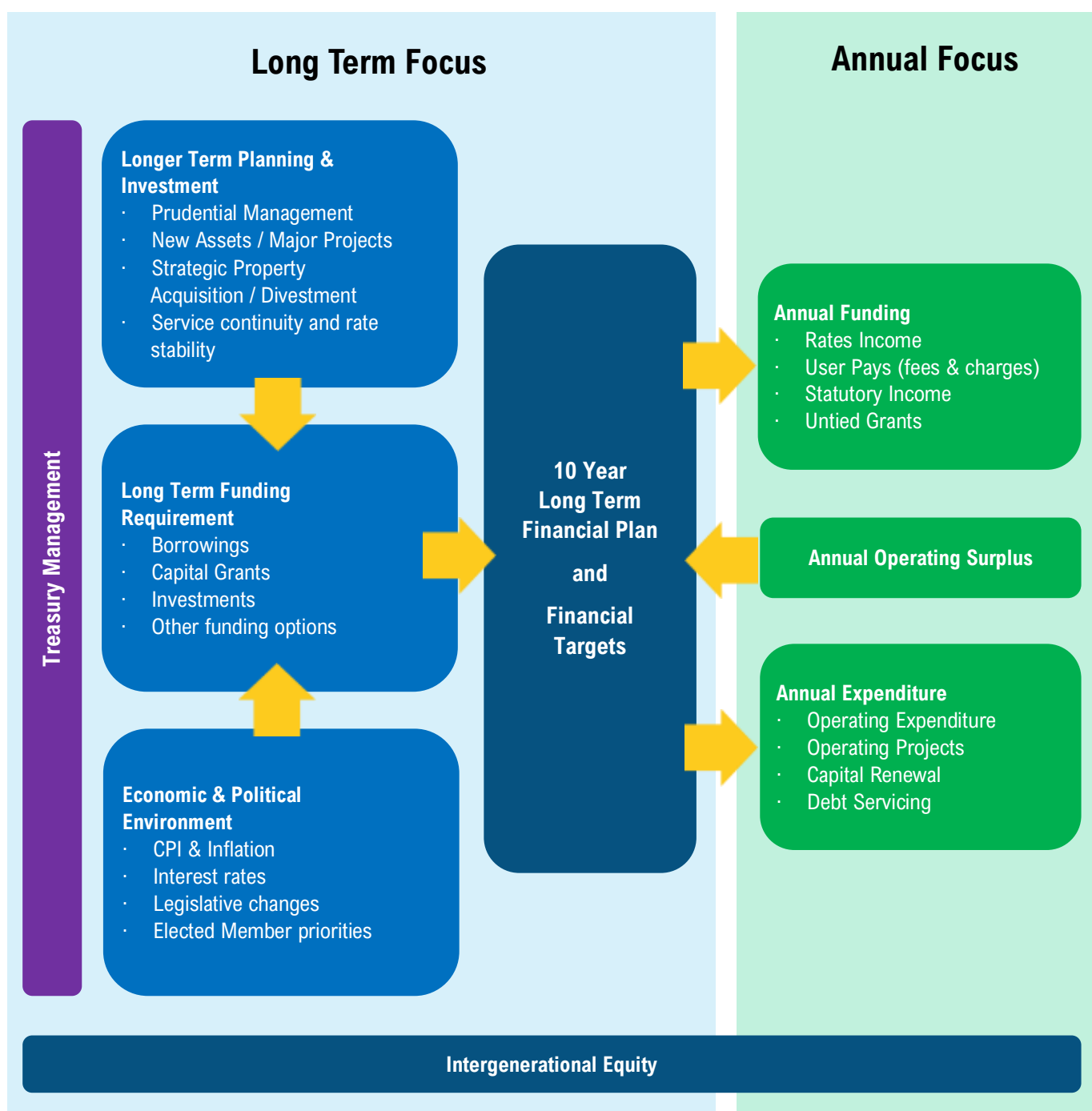
Council's Fees and Charges Register is available on the City of Unley website, <https://www.unley.sa.gov.au/Council/About-the-Council/Fees-Charges>.



FINANCIAL SUSTAINABILITY

Council's Financial Sustainability is managed through its Financial Planning Framework and Long Term Financial Plan.

The following diagram illustrates the overall funding framework for the City of Unley and the use of the Annual Operating Surplus and longer-term funding sources including strategic property divestment.



Long-Term Financial Plan

Council uses a long-term financial plan (LTFP) to guide its financial decisions to ensure it is diligent in its financial management and considers a longer-term view. The LTFP has been reviewed and updated to reflect the most current information available.

The key components of the plan are:

- Assessment of Council’s current financial position and achieving longer-term financial sustainability
- Ensuring the Financial Targets are considered
- Consideration of Council’s appropriate role and responsibilities in service delivery
- Aligned with the Community Plan and 4 Year Delivery Plan and maintenance of high priority strategies
- Aligned with agreed service provision and delivery standards
- Consider Asset Management Plans and Maintenance Standards
- Supported with funding and treasury principles (rating stability, Treasury Policy, fees and charges, external funding and investments) as well as intergenerational equity.

Financial Ratios

Under the requirements of the *Local Government (Financial Management) Regulations 2011*, Council’s LTFP, Budget and Annual Financial Statements must include the following ratios:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- Asset Renewal Funding Ratio

These ratios are to be presented in a manner consistent with the Financial Indicators required in the Model Financial Statements.

The Asset Sustainability Ratio is also monitored to assess renewal expenditure relative to depreciation.

These targets were endorsed by Council in April following a recommendation from the Audit and Risk Committee.

Financial Indicator	Adopted Target
Operating Surplus Ratio *	Between 4% and 6% with a LTFP average of 5% of total operating income
Net Financial Liabilities Ratio	Less than 80% of total operating income
Asset Renewal Funding Ratio	100% of recommended spend in the Asset Management Plans over a rolling 10-year average
Asset Sustainability Ratio	100% of depreciation over a rolling 10-year average

FINANCIAL SUSTAINABILITY

Operating Surplus Ratio

Operating surplus as a percentage of operating income.

The operating surplus ratio reflects Council’s capacity to fund capital works (New Assets) and repay its borrowings.

Council is forecasting an operating surplus ratio of 4.5% for the 2024-25 Budget, which is within the target range of 4% to 6%. The ratio across the life of the LTFP is 5.2%.

The lower forecast for 2024-25 is due to the proposed increase in funding for Operating Projects.



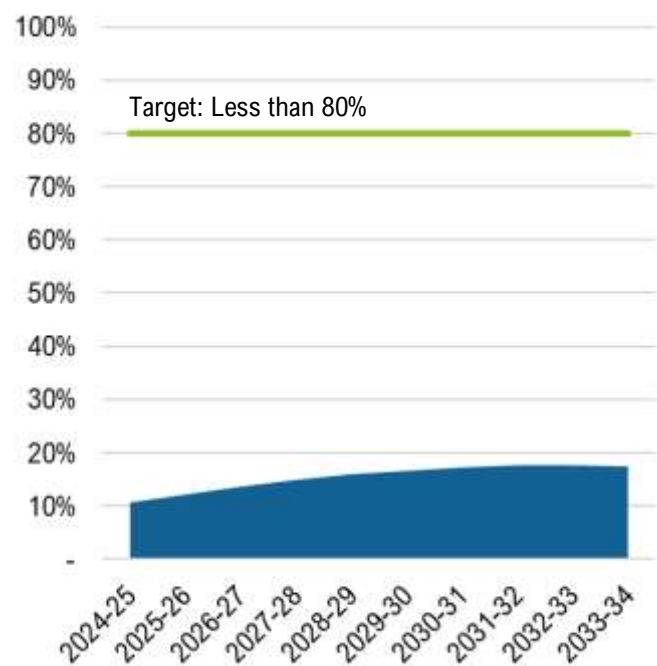
Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.

The net financial liabilities ratio measures Council’s net debt relative to its operating income.

Council is forecasting a net financial liabilities ratio of 11% for the 2024-25 Budget, well within the target range of 80%.

Council is forecast to borrow an additional \$1.7M in 2024-25 to support funding New Capital Projects of \$4.3M. Council’s total borrowings are forecast to be \$3.6M at 30 June 2025.

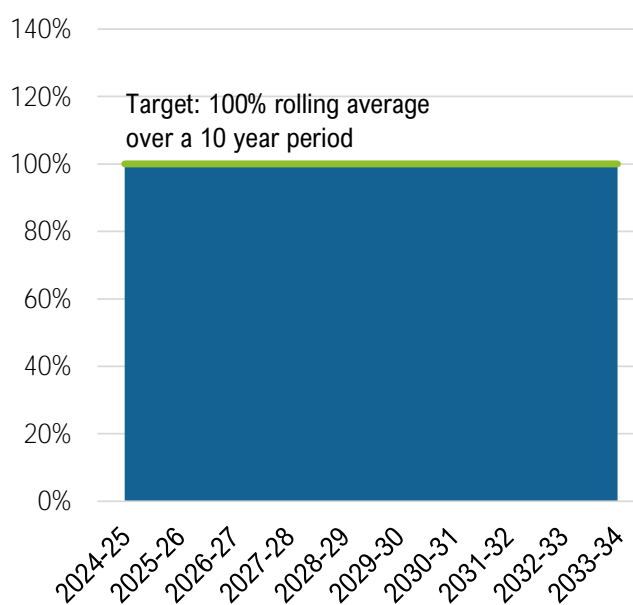


Asset Funding Renewal Ratio

Capital renewal expenditure as a percentage of recommended expenditure in the Asset Management Plans.

The Asset Funding Renewal Ratio represents the level of capital expenditure on the renewal of assets relative to the level of such expenditure identified as warranted in a council's asset management plans.

Council is forecasting an Asset Renewal Funding Ratio of 100%.



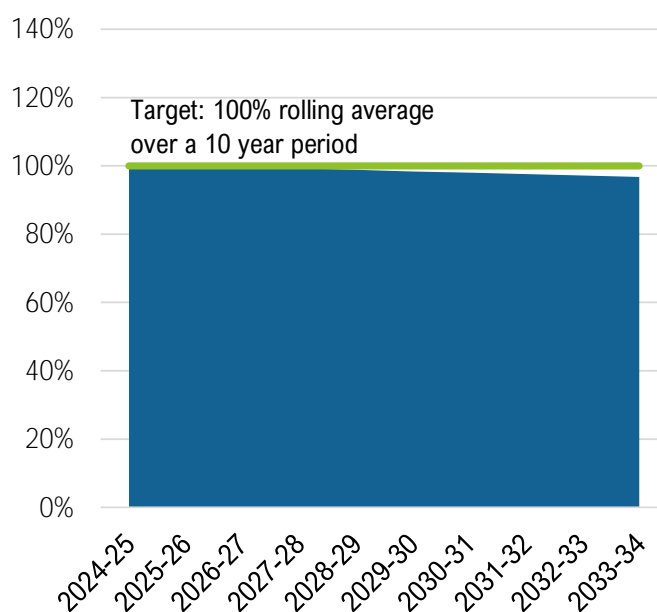
Asset Sustainability Ratio

Capital renewal expenditure as a percentage of depreciation.

This ratio compares capital renewal expenditure relative to the annual consumption of the asset lives.

Council is forecasting an Asset Sustainability Ratio of 101%.

Depreciation for the majority of Council's infrastructure has recently been reviewed as part of the asset condition audits and revaluations.



BUDGET FRAMEWORK

The Budget Framework formalises changes in respect to the approved Annual Business Plan and Budget as a result of responding to opportunities, emergencies or other unforeseen events at the time of setting the budget.

Operating Budget (excluding projects)

The core operations of the Council are detailed by Operating Programs on pages 38-41. Council approval will be required where total operating expenditure varies from its approved budget as presented in the Statement of Comprehensive Income on page 57.

Operating Projects

Operating projects and initiatives have been developed in consultation with Council, and are detailed on pages 42-45.

Council approval will be required where a change in individual project expenditure is required unless the projects are linked to an identical outcome and delivered by the same program.

For these projects, a reallocation between projects can be undertaken without the need for separate Council approval.

In addition, where a project has been approved by Council and the project is allocated to sub projects, the budget can be reallocated across sub projects without Council approval. However, Council approval is required to increase or reduce the overall budget previously approved.

Where a new operating project is to be considered or deferred, this will require Council approval.

New Capital Projects

A list of new capital works projects has been developed in consultation with the Council and is detailed on pages 46-48.

Where changes to the individual new capital project expenditure budget are necessary, Council approval is required. Further, where a new project is to be considered or an existing project deferred, this will also require Council approval.



Capital Renewal

These programs and the list of priority projects have been developed with reference to Council's Asset Management Plans based on condition, levels of service and Council's ongoing commitment to operating and maintain its asset portfolio.

Where changes to the relevant asset category expenditure budget are necessary, Council approval is required.

The individual program summary for Capital Renewal has been provided on pages 50-53.

When grant funding is received with equivalent income and expenditure, the budget can be adjusted to account for the grant without the need for separate Council approval.

In situations where grant funding requires matching or additional funding from Council, this represents an increase in net expenditure and Council approval is required.

Accounting Reclassification

Where a project requires reclassification between the operating and capital budget to reflect accounting principles, the reclassification will occur when practical and the relevant details will be provided to Council at the following budget review.

It is noted that transfers between operating and capital budgets have no cash impact on the overall budget.



OPERATING BUDGET

Operating Programs	Income	Expenditure	Net Expenditure
	\$'000		
Active Ageing Coordination, administration and support for community based services and projects aimed at facilitating independence and promoting social inclusion.	1,380	1,547	167
Animal Management Promote community safety through education, awareness and compliance with the legislation relating to the Dog and Cat Management Act and Local Government Act.	195	283	88
Arts & Cultural Development Provision of Art and Cultural Development programs to support a vibrant and active community.	-	177	177
Business Support & Improvement Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	538	538
Business Systems & Solutions Manages and maintains Council's Information Communication Technology infrastructure, applications and supporting systems to provide high levels of secure service that support business operations and performance.	2	3,305	3,303
City Development Management Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	490	490
City Services Management Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	526	526
Community Bus Program A community transport service within the City of Unley provided by fully trained and accredited volunteer drivers, aimed at improving mobility plus connection to more City Services.	9	138	130
Community Centres Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	578	1,095	518
Community Development Provision of social planning and community development including the coordination of Age Friendly City, Welcoming City initiatives, responding to social issues (homelessness and suicide prevention).	-	173	173

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Community Development & Wellbeing Management Provide management, support and leadership of the projects, programs and services provided by the Community Development & Wellbeing Team.	-	189	189
Community Events Efficient and effective coordination of Council-run community and cultural events and activities, as well as the successful facilitation and attraction of external events into the City of Unley to encourage place activation, cultural celebration and vibrancy.	-	221	221
Community Grants Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	141	141
Corporate Activities The accumulation of corporate costs including leave on-costs, treasury management, levies and taxes and insurances.	2,705	2,961	256
Culture & Business Capability This service supports the continuous improvement of overall business capability focused on the provision of 'best value' services to customers. Critical to improved business capability and customer experience is having the best organisational culture possible.	-	42	42
Customer Experience Coordinate and manage the City of Unley brand through customer service, provision of frontline customer service plus resolve customer enquiries and build goodwill within the City of Unley community.	1	691	690
Development Services Planning and building control within the City in accordance with the Development Act and Regulations and other legislative requirements.	564	2,059	1,495
Economic Development Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	389	861	472
Environmental Initiatives Drive improved environmental sustainability through policies, strategies, programs and projects.	-	158	158
Finance & Procurement Delivers accounting, financial, procurement, risk management and treasury management services required to support Council's operations, including statutory and financial reporting obligations.	49,081	1,978	(47,103)
Governance Undertakes administration of legislative and corporate governance requirements.	-	369	369

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Human Resources Provides support in recruitment, change management, employee relations, injury management, occupational health & safety and Welfare.	-	1,598	1,598
Library Services Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	349	2,500	2,151
Marketing & Communications Coordinate and manage the City of Unley reputation and brand in digital and printed communications and media relations.	-	661	661
Office of the CEO Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	386	1,585	1,199
Operational Services Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	967	16,809	15,842
Parking Enforcement Promote community safety through education, awareness and compliance with the legislation relating to the Road Traffic Act and Local Government Act and Council By Laws.	1,209	797	(412)
Property Services Provides sustainable strategic management of Council's building and property asset portfolio.	715	3,775	3,060
Public & Environmental Health Promote community health and safety through education, awareness and compliance with the legislation relating to the Environment and Protection Act and the Local Government Act.	51	462	411
Strategic Asset Management Provides sustainable strategic management of Council's asset portfolio.	-	724	724
Strategic Projects Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	30	177	147
Transportation & Traffic Provides coordination, administration and support to provide an effective, safe and equitable management of transport spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	790	790
Unley Museum Provision of the Unley Museum to showcase the cultural heritage and history of the area through the provision of collection, exhibitions and programs.	6	204	198
Unley Swimming Centre Provision of a premier outdoor swimming facility, encouraging community health, wellbeing and water safety.	929	1,325	395

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Urban Design (incorporating Recreation and Sport) Development and management of high quality public realm and open space. Coordination, administration and support to provide an effective, safe and equitable management of movement spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	531	531
Volunteer Development Provide coordination, administration and support for community based volunteer services and projects.	-	109	109
Waste Management Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	247	5,313	5,066
Youth Development Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	113	113
Total Operating Programs	59,792	55,414	4,378
Operating Projects (as per the following pages)	-	1,688	1,688
Total Operations (including Operating Projects)	59,792	57,102	2,690



OPERATING PROJECTS & INITIATIVES

Operating Projects & Initiatives	Expenditure
Environmental Initiatives	
Council Operations Carbon Emission Reduction	110,000
Community Renewables Program Procurement	115,000
Carbon Accounting & Communications	25,000
Sustainability Project Officer (Year 3 of 3)	115,000
Dog Waste Bins	30,000
Tree Strategy	180,000
Increasing Tree Canopy in Private Car Parks	10,000
City Wide Greening Verges	60,000
Water Wells (Treenet Inlets) Program	50,000
	695,000
Events	
Events in Unley Program	100,000
Double Shot Coffee Fiesta	80,000
Tour Down Under Stage Start 2025	55,000
	235,000
Economic Development Initiatives	
City Master Plan 2050	180,000
Business Precincts Improvement Plan	120,000
Increase maintenance levels - Goodwood Road Mainstreet	30,000
Event Sponsorship for Mainstreet Associations	40,000
	370,000
Other Projects	
Active Ageing Strategy Program	20,000
Main Collector Roads 40kph Speed Limit Implementation	30,000
All Connections to Unley Art Prize	20,000
Clarence Park Community Centre - Toy Shed	15,000
ESCOSA Review	40,000
Local Area Traffic Management Plan - Fullarton and Myrtle Bank	75,000
Royal Adelaide Show Traffic Management	27,000
Unley Parking Management Plan Implementation	80,000
Assets & Operations Operating Budget Increase	81,000
	388,000
Total Operating Projects	1,688,000

Operating Projects & Initiatives	Expenditure
Environmental Initiatives	
Council Operations Carbon Emissions Reduction Reducing Council's operations carbon emissions in line with its Climate & Energy Plan with the following initiatives for 2024-25: <ul style="list-style-type: none"> The installation of solar panels at Goodwood Community Centre The upgrade of lighting at the Civic Centre including LED lighting and a sensor/automated management system to improve energy efficiency. Lighting accounts for approximately 30% of Council buildings energy consumption. 	110,000
Community Renewables Program Procurement The establishment of a Community Renewables Energy Program which intends to provide support to interested Unley residents and business owners who wish to transition away from using fossil fuels to renewable energy and access reduced energy costs.	115,000
Carbon Accounting & Communications To continue funding the licensing of a consolidated carbon accounting tracking system to enable Council to continue to monitor and prioritise its operations emissions reduction actions and to communicate greenhouse emissions inventories, sustainability reporting and benchmarking.	25,000
Sustainability Projects Officer (Year 3 of 3) Funding a fixed-term contract position which assists with the implementation and delivery of the actions of Council's key sustainability strategies including the Climate & Energy Plan, Tree Strategy, Environment & Sustainability Strategy and Waste Management & Resource Recovery Plan 2021-25.	115,000
Dog Waste Bins The introduction of specialised dog waste bins in the City's parks and reserves. This will provide the opportunity for Council to collect and recycle dog waste and turn it into compost.	30,000
Tree Strategy Expanding Canopy Target - Public Land One of the key objectives of Council's Tree Strategy is to increase canopy cover within the City on Council land. This project will see the planting of 440 additional trees throughout the City in 2024-25.	180,000
Increasing Tree Canopy in Private Car Parks Council will undertake a feasibility study to identify opportunities to work with commercial property owners to plant trees and develop a prospectus to use as a template to roll out with interested parties.	10,000
City Wide Greening Verges The conversion of Council verges from dolomite to loam which are then planted and maintained by residents. The program has enabled the conversion of over 516 verges and a total area of 9,293m ² across the City in the last 7 years.	60,000
Water Wells (Treenet Inlets) Program The continued delivery of Council's water wells initiative for 2024-25. The installation of inlets in Council verges across the City to assist with their greening and establishing new tree plantings by increasing moisture in the soil through capturing and retaining flows from the roadway.	50,000
Total Environmental Initiatives	695,000

Operating Projects & Initiatives continued	Expenditure
Events	
Events in Unley Program <i>It's On In Unley</i> will deliver a program of community events throughout 2024/25, utilising a range of locations across the City. With an emphasis on fun, free and 'something for everyone' the program will be a mix of well-loved favourites coupled with something new and different.	100,000
Double Shot Coffee Fiesta Funding for the Double Shot Coffee Fiesta will be utilised to celebrate our thriving local coffee culture and talented baristas. The event will feature competitions, demonstrations, food, entertainment and all things café culture, fostering community pride in our City.	80,000
2025 Tour Down Under Stage Start Funding to host a stage start of the 2025 Tour Down Under (TDU). The hosting of a TDU Stage is dependent on a stage being granted by SA Tourism Commission.	55,000
Total Events	235,000
Economic Development Initiatives	
City Master Plan 2050 The City Master Plan phase 2 will provide a spatial framework for the City for the next 30 years, that reflects the Community Plan and can form the basis of input to the Greater Adelaide Regional Plan (GARP).	180,000
Business Precincts Improvement Plan A framework designed to enhance and uplift a specific area dedicated to business activities, often within an urban setting. The plan focuses on revitalising, developing, and optimising various facets of the business precinct to promote economic growth, community engagement, and overall well-being.	120,000
Increase maintenance levels - Goodwood Road Mainstreet The Council will establish levels of service for identified business precincts within the Economic Development Growth Strategy, commencing with the Goodwood Road Precinct in 2024-25.	30,000
Event Sponsorship for Mainstreet Trader Associations The provision of financial support to Council's four Trader Associations to stage annual events in 2024-25. The intent of the funding is to attract visitation to the precincts and generate spending on the back of a significant event on each of the main streets.	40,000
Total Economic Development Initiatives	370,000

Operating Projects & Initiatives continued	Expenditure
Other Projects	
Active Ageing Strategy Program Initiatives have been developed in consultation with Council's Active Ageing Alliance. The project aims to realise Council's vision of the City of Unley to be celebrated as a great place to grow older. The program will include provision of an Active Ageing education, information and communication program, delivery of a project focussed on older men and their experiences of ageing and contribute to piloting GrandFriends 2.0, an intergenerational mental health program.	20,000
Main Collector Roads 40kph Speed Limit Implementation Funding to install signage and provide notification to residents regarding a reduction of the existing speed limit along local and major collector roads under the care, control and management of Council from 50kph to 40kph.	30,000
All Connections to Unley Art Prize Hosting the competition and awarding the prize in 2025, the artworks will be reproduced on street bin signage and displayed throughout the year.	20,000
Clarence Park Community Contribution - Toy Shed A funding contribution to Clarence Park Community Centre for the salary of the Shed Coordinator.	15,000
Royal Adelaide Show Traffic Management Council's financial contribution to the cost of traffic management to stage the 2024 Royal Adelaide Show.	27,000
ESCOSA Review The fee charged by the Essential Services Commission of South Australia (ESCOSA) for the legislated Local Government Advice Scheme review to be conducted in 2024-25.	40,000
Local Area Traffic Management Plan: Fullarton & Myrtle Bank Development of a Local Area Traffic Management (LATM) Plan for Fullarton & Myrtle Bank. The Plan will consider a holistic approach to identifying and addressing transport matters within the study area including vehicular volumes and speeds, on-street parking, walking and cycling and other safety matters.	75,000
Unley Parking Management Plan Implementation Funding to implement Year 1 of the action priorities contained within the Unley Parking Management Plan adopted by Council in 2024. The Plan provides a framework for Council to effectively and efficiently manage on-street parking City-wide for residents, businesses, shoppers and visitors.	80,000
Assets & Operations Operating Budget Increase Funding for the increase in service levels being provided by the Assets & Operations Department. Key service level increases include reserve, street tree and artwork maintenance, multi-unit developments waste management, and reserve trees management.	81,000
Total Other Projects	388,000
Total Operating Projects	1,688,000

NEW CAPITAL

New Capital Projects	Expenditure
Brown Hill Keswick Creek (BHKC) City of Unley Contribution	840,000
City Wide Flood Mitigation Plan Implementation 2024-25	864,000
TechnologyOne Property and Rating	780,000
North Unley Park Upgrade	340,000
Ridge Park Pathway Lighting and Furniture	150,000
Unley Road Streetscape (Stage 3)	200,000
Local Area Traffic Management (LATM) Plan Implementation	170,000
Walking & Cycling Plan Implementation (Year 2 of 5)	345,000
Fraser Reserve Accessibility Improvements	25,000
Fullarton Park Community Centre Digital Signage	60,000
Goodwood Oval Blue Tree	25,000
Water Fountains for Unley Sports Club	8,000
Howard Florey Reserve Improvements (Stage 1 of 2)	30,000
Community Booking Software	90,000
Sub-total	3,927,000
Overhead Allocation	392,700
Total New Capital Projects	4,319,700



New Capital Projects	Expenditure
Brown Hill Keswick Creek (BHKC) City of Unley Contribution The City of Unley together with the Cities of Burnside, Mitcham, West Torrens and the Corporation of the City of Adelaide have collaborated to develop a catchment based approach to mitigating flood risk and use of stormwater where feasible in the Brown Hill and Keswick Creek catchment. The City of Unley contributes 21% of the Boards capital costs as identified in its Stormwater Management Plan.	840,000
City Wide Flood Mitigation Plan Implementation To deliver the on-ground works for the Year 1 priority of the program as contained within the Plan. The Plan sets out a 10-year priority program for the delivery of new capital works to address local flood risks within the City. These designs will enable Council to apply for grant funding opportunities the proposed designs are: <ul style="list-style-type: none"> • Wattle Street design of scheme for delivery of works in 2025-26 and 2026-27 • Fisher Street design of scheme for delivery of works in 2027-31. • Joslin Street design of scheme for delivery of works in 2031-34. • Fullarton Road design of scheme for delivery of works in the long term. • Various design of various minor works isolated flooding issues for future years. 	864,000
Property and Rating System Council has endorsed a recommendation from Administration to a new Property and Rating solution as it offers enhancements to services and performance, advanced privacy and security controls as well as improved performance and reliability. The project is expected to go live in the 2025-26 Financial Year.	780,000
North Unley Park Upgrade Council adopted the North Unley Park Master Plan in 2022 to provide a long-term vision for the enhancement of this much-loved Neighbourhood Park. This project will construct a new central playground, toilet block, picnic shelter and landscaped dry creek bed/nature play.	340,000
Ridge Park Pathway Lighting and Furniture Council adopted the Ridge Park Master Plan in 2022 which aims to enhance various key elements within the Park over a staged approach. This project will install new energy efficient and LED lighting along the new paths along with various new furniture which will ensure the park will be fit for purpose.	150,000
Unley Road Streetscape Upgrade (Stage 3) The continued delivery of Council's Unley Road Public Realm Streetscape Upgrade which for 2024-25 will be in the section that is between Greenhill Road and the Park/Wattle Streets junction. The proposed Stage 3 streetscape works are: <ul style="list-style-type: none"> Renewal of footpath paving. Renewal of kerb and water table. New tree planting and landscaping. In addition to the streetscape upgrade works, renewal of footpaths and kerbing will also be undertaken and funded through Council's 2024-25 Capital Renewal Program.	200,000
Local Area Traffic Management (LATM) Implementation Continued implementation of recommendations and measures resulting from Local Area Traffic Management Plans developed, including: <ul style="list-style-type: none"> • Thomas Street and Mornington Road Intersection Improvements (LATM 1) • Haslop Reserve Walking and Cycling Improvements (LATM 2) • Sunrise Christian School Emu Crossing Upgrade (LATM 2). 	170,000

New Capital Projects continued	Expenditure
Walking and Cycling Plan Implementation (Year 2 of 5) The continued implementation of priorities as endorsed by Council in its Walking & Cycling Plan 2022-2027. The proposed projects to be delivered in 2024-25 are: <ul style="list-style-type: none"> • Railway Terrace South (Devon Street to Goodwood Road) - (construction). • Wood-Weller Bikeway (Stage 4) King William Road between Simpson Parade and Mike Turtur Bikeway (Short Term Bicycle Improvements) - (construction). • Wood-Weller Bikeway (Stage 5) Wood Street to Cross Road Connection - (design). • Wilberforce Walk (Stage 4) Leah Street to Forestville Reserve - (consultation and design). • Young Street Neighbourhood Bicycle Route (Stages 2, 3 and 4) King William Road to Glen Osmond Road - (consultation). • Charles Walk Intersection Improvements - (concept design). • Wattle Street Neighbourhood Bicycle Route (Stage 3) Unley Road to Fullarton Road (concept design). • Bicycle End of Trip Facilities – (installation of up to five bicycle racks). • Permanent Bicycle Counter (installation of one permanent bicycle counter) 	345,000
Fraser Reserve Accessibility Improvements This project will construct an accessible new walking path through the Reserve to provide improved pedestrian access between Glenrowan Avenue and Rowan Road.	25,000
Fullarton Park Community Centre Digital Signage Installation of a digital sign / noticeboard adjacent the Fullarton Park Community Centre to improve awareness of the public regarding community events and activities being held at the Centre and City-wide.	60,000
Goodwood Oval Blue Tree Installation of a metal blue tree to help spark difficult conversations and encourage people to speak up when experiencing mental health concerns.	25,000
Water Fountains for Unley Sports Club Installation of a water fountain in the grounds of the Unley Park Sports Club.	8,000
Howard Florey Reserve Improvements (Stage 1 of 2) This project will begin a staged implementation of proposals in the Improvement Plan, with the aim of improving the visual appeal and safety of the Reserve, allowing for increased use of the park by residents and visitors.	30,000
Community Booking Software The implementation of a community booking system will create a reliable, repeatable, and streamlined experience for the public when booking community facilities. It is expected that with enhanced searchability, an improved customer and staff experience, and subsequent efficiencies gained and reinvested into value-add activities, that Council will realise an increase in facility bookings and utilisation along with related revenue.	90,000
Capitalised Project Delivery Costs	392,700
Total New Capital Projects	4,319,700



INFRASTRUCTURE & ASSET MANAGEMENT PLANS

The City of Unley is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for City users. Asset Management Plans have been revised and were adopted by Council in April 2024.

The development of the Asset Management Plans demonstrate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to both meet strategic and legislative requirements, and to deliver the required levels of service for the community.

Asset management is driven from a service perspective. Council has implemented an agreed level of service for property, bridge, road and footpath asset classes.

The asset system collects real time data coupled with ongoing regular condition audits, to allow more accurate predictive modelling in regard to treatments and life expectancy of each asset class.

Over the next few years the management of assets will balance the target levels of service for each specific asset with the long-term costs.

The Asset Management Plans provide the basis for the Capital Renewal Program included in Council's LTFP and is refined as part of the Annual Business Plan and Budget process. In 2024-25 the Capital Renewal Program has a projected net expenditure of \$12.3M.

CAPITAL RENEWAL

Capital Renewal Program	Income	Expenditure	Net Expenditure
Buildings			
Property Program (includes swimming facilities)	-	1,170,000	1,170,000
	-	1,170,000	1,170,000
Open Space			
Reserves & Open Space Program	-	1,277,000	1,277,000
	-	1,277,000	1,277,000
Stormwater			
Drainage & Stormwater Program	-	800,000	800,000
	-	800,000	800,000
Transport			
Road Program	-	2,270,000	2,270,000
Kerb & Water Table Program	-	2,245,000	2,245,000
Footpath Program	-	362,000	362,000
Unley Road Kerb and Footpath Program		1,750,000	1,750,000
Lighting Renewal Program	-	50,000	50,000
Traffic Facility Renewal Program	-	60,000	60,000
Car Parks Program	-	100,000	100,000
	-	6,837,000	6,837,000
Plant, Fleet and Equipment			
Plant and Equipment	376,000	945,000	569,000
Light Fleet	70,000	134,000	64,000
	446,000	1,079,000	633,000
ICT Assets			
ICT Asset Renewal	-	563,000	563,000
	-	563,000	563,000
Sub-total	446,000	11,726,000	11,280,000
Capitalised Project Delivery Costs	-	1,039,600	1,039,600
Total	446,000	12,765,600	12,319,600

Capital Renewal Program

Property Program (includes swimming facilities)

Facility	Component Renewal	Scope
Civic Buildings		
	Unley Civic Centre	Ground Floor kitchen renewal
	Operations Depot	Renewal of amenities
Community Buildings		
	Unley Oval Public Toilet	Detailed design, preliminary works and pre-staging including public consultation (north-eastern end of Unley Oval)
	Unley Oval Jack Oatey Grandstand	Renewal of fire electrical services
	North Unley Playpark Public Toilet	Reconstruction of public toilet
	Unley Park Sports Club	Acoustic ceiling renewal Main hall flooring renewal
	Unley Swimming Pool	Supervisory Control and Data Acquisition (SCADA) system renewal and integration
	Goodwood Library	Replacement of Shelving and Furniture
	Goodwood Community Centre	Roofing renewal
Program Wide		
	Disability Access and Inclusion Plan DDA – Design Stage	
	Design of building renewals for 2025-26	

Open Space Renewal Program

Location	Scope
North Unley Playpark, Unley	Renewal of playground and park furniture
Goodwood Oval, Goodwood	Renewal of retaining wall (northern end of Goodwood Oval) Renewal of soakage trenches
Orphanage Park, Millswood	Renewal of retaining wall (garden bed)
Fraser Reserve, Myrtle Bank	Renewal of irrigation system
Unley Park Sports Club, Unley Park	Renewal of surface drainage pipe
Fullarton Park	Renewal of BBQ
Soutar Park, Goodwood	Renewal of basketball court surface
Page Park, Clarence Park	Renewal of tennis court surface and installation of root barriers – detailed design and investigation stage
Various	Renewal of park seats in various locations
	Renewal of art features in various locations
	Design of open space renewals for 25/26

Capital Renewal Program continued

Drainage & Stormwater Renewal Program

Location	Works
Sheffield Street, Malvern	Reconstruction of the failing box culvert at the intersection of Cambridge Terrace and Sheffield Street.
Winchester Street, Malvern	Reconstruction of three side entry pits adjacent Unley Road.
Side Entry Pit Renewals (Various)	Renewal of side entry pits in various locations which need to be replaced.
Stormwater Renewal Design	Allowance for the survey, design and service location for the construction of future stormwater renewals.

Road Renewal Program

Road Name, Suburb	To/From	Scope
Gladstone Street, Fullarton	Fullarton Road to Glen Osmond Road	Asphalt Resurface
Frederick Street, Clarence Park	George Street to Mills Street	Asphalt Resurface and Reshape
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Pavement Reconstruction
East Avenue, Black Forest	Cross Road to Aroha Terrace	Pavement Reconstruction
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Asphalt Resurface and Reshape
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Asphalt Resurface
Cleland Avenue, Unley	Mary Street to End	Asphalt Resurface
Overbury Drive, Clarence Park	Dixon Street to End	Permeable Asphalt Resurface
Various Locations		Pavement Patching
Various Locations		Pavement Design for 2025-26

Kerb & Water Table Renewal Program

Road Name, Suburb	To/From	Scope
Frederick Street, Clarence Park	George Street to Mills Street	Kerb Renewal
George Street, Clarence Park	Frederick Street to East Avenue	Kerb Renewal (northern side only)
Kelvin Avenue, Clarence Park	Frederick Street to East Avenue	Kerb Renewal
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Kerb Renewal
Moresby Street, Wayville	Le Hunte Street to Laneway	Bluestone Kerb Renewal
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Bluestone Kerb Renewal
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Kerb Renewal
Cambridge Terrace, Unley	Frederick Street to Marion Street	Kerb Renewal (eastern side only)
Cleland Avenue, Unley	Mary Street to End	Kerb Patching
Overbury Drive, Clarence Park	Dixon Street to End	Kerb Patching
Various Locations		Kerb Patching
Various Locations		Kerb Design for 2025-26

Capital Renewal Program continued

Footpath Renewal Program

Road Name, Suburb	To/From	Side, Scope
Frederick Street, Clarence Park	George Street to Mills Street	Pickup/Relay associated with kerb works
Victoria Avenue, Unley Park	Cross Road to Northgate Street	Pickup/Relay associated with kerb works
Kelvin Avenue, Clarence Park	Frederick Street to East Avenue	Pickup/Relay associated with kerb works
Moresby Street, Wayville	Le Hunte Street to End	Pickup/Relay associated with kerb works
Overbury Drive, Clarence Park	Dixon Street to End	Laneway and Pedestrian Ramp Renewal
Devon Street South, Goodwood	Victoria Street to Railway Terrace South	Pickup/Relay associated with kerb works
Railway Terrace South, Goodwood	Devon Street South to Goodwood Road	Pickup/Relay associated with kerb works
Hoxton Street, Goodwood	Parsons St to End	Renewal of rubble footpath with pavers
Cleland Avenue, Unley	Mary Street to End	Full Pickup/Relay
Various		Pedestrian Ramp Renewals



Capital Renewal Program continued

Unley Road Streetscape (Stage 1 & Stage 2)

The Unley Road Streetscape Project involves the renewal of all existing kerbing and footpaths along Unley Road as well as amenity enhancements through planting new trees and landscapes and installing new furniture. The Project will also include changes to the interface of side streets with Unley Road where possible.

Stage 1 of the Project related to the following sections of Unley Road:

- eastern side between Greenhill Road and Whittam Street; and
- western side between Greenhill Road and Park Lane.

Stage 2 of the Project related to the following sections of Unley Road:

- western side between Thomas Street and Park Street; and
- western side between Park Lane and Thomas Lane.

Lighting Renewal Program

Location	Scope
Shared Path Leader Street to Rose Street, Wayville	Renewal of electrical system to shared pathway lights in collaboration with Adelaide Showgrounds.

Traffic Facility Renewal Program

Location	Description
Young Street, Unley	Design for the renewal of three roundabouts along Young Street at its intersections with Roberts Street, Palmerston Street and Salisbury Street.
Traffic Signal Control Cabinets	Renewal and replacement of school crossing control boxes that have reached the end of their useful life.

Car Park Renewal Program

Location	Scope
King William Road On Street Car Parking Bays Stage One	Reconstruction of on street car parking bays including new concrete and mortar base

Plant, Fleet & Equipment

Plant & Equipment Renewal	Renewal of major and minor plant.
Light Fleet Renewal	Replacement of three vehicles scheduled for replacement.

ICT Assets

ICT Renewals: Replacement of various ICT assets, including server room equipment, network hardware and user computing devices. Enhancement and replacement (where applicable) of Council corporate software applications to improve operational efficiencies. Implementation of new and expansion of existing cloud technology solutions.



BUDGETED FINANCIAL STATEMENTS

Uniform Presentation of Finances

\$'000s	2023-24 Forecast	2024-25 Budget
Income		
General Rates Income	46,732	48,849
Other Rates and Levies	2,153	2,242
Statutory Charges	1,852	1,792
User Charges	2,253	2,465
Grants, subsidies & contributions	3,455	3,142
Investment Income	165	15
Reimbursements	202	217
Other Income	1,043	1,070
Operating Projects	42	-
Total Income	57,897	59,792
Expenses		
Employee Costs	20,247	20,927
Materials, Contracts & Other Expenses	20,577	22,009
Depreciation, Amortisation & Impairment	12,000	12,247
Finance Costs	90	231
Operating Projects	1,531	1,688
Total Expenses	54,445	57,102
Subtotal	3,452	2,690
Equity Accounted Subsidiaries	(255)	(498)
Operating Surplus / (Deficit)	3,197	2,192
less Net Outlays on Existing Assets		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(10,588)	(12,766)
<i>less Depreciation, Amortisation and Impairment</i>	12,000	12,247
<i>less Proceeds from the Sale of Replaced Assets</i>	298	446
Net Outlays on Existing Assets	1,710	(73)
less Net Outlays on New and Upgraded Assets		
Net Capital Expenditure on New and Upgraded Assets	(2,994)	(4,320)
<i>less Amounts received specifically for New and Upgraded Assets</i>	835	-
<i>less Proceeds from Sale of Assets</i>	-	-
Net Outlays on New and Upgraded Assets	(2,159)	(4,320)
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses)	2,748	(2,201)
<i>less Equity Accounted Businesses</i>	255	498
Net Lending / (Borrowing) for the Financial Year excluding Equity Accounted Businesses	3,003	(1,703)

Statement of Comprehensive Income

\$'000s	2023-24 Forecast	2024-25 Budget
Income		
General Rates Income	46,732	48,849
Other Rates and Levies	2,153	2,242
Statutory Charges	1,852	1,792
User Charges	2,253	2,465
Grants, subsidies & contributions	3,455	3,142
Investment Income	165	15
Reimbursements	202	217
Other Income	1,043	1,070
Operating Projects	42	-
Total Income	57,897	59,792
Expenditure		
Employee Costs	20,247	20,927
Materials, Contracts & Other Expenses	20,577	22,009
Depreciation, Amortisation & Impairment	12,000	12,247
Finance Costs	90	231
Operating Projects	1,531	1,688
Total Expenditure	54,445	57,102
Operating Surplus / (Deficit) before Equity Accounted Businesses	3,452	2,690
Net gain/(loss) - Equity Accounted Businesses	(255)	(498)
Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses	3,197	2,192
Asset Disposal & Fair Value Adjustments	217	446
Amounts received specifically for new, upgraded or replacement assets	835	-
Net Surplus / (Deficit)	4,249	2,638
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	2,192
Total Comprehensive Income	5,299	4,830

BUDGETED FINANCIAL STATEMENTS

Statement of Financial Position

\$'000s	2023-24 Forecast	2024-25 Budget
Assets		
Current Assets		
Cash & cash equivalents	1,655	1,655
Trade & other receivables	3,647	3,784
Other financial assets	-	-
Total Current Assets	5,302	5,439
Non-current Assets		
Financial Assets	-	-
Equity accounted investments in Council businesses	33,017	34,711
Infrastructure, Property, Plant & Equipment	714,131	745,304
Total Non-current Assets	747,148	780,015
Total Assets	752,450	785,454
Liabilities		
Current Liabilities		
Trade & Other Payables	3,709	3,848
Borrowings Fixed Term	288	-
Provisions	4,058	4,210
Total Liabilities	8,055	8,058
Non-current liabilities		
Borrowings	1,567	3,558
Provisions	234	243
Total Non-current Liabilities	1,801	3,801
Total Liabilities	9,856	11,859
Net Assets	742,593	773,595
Equity		
Accumulated Surplus	182,405	187,222
Asset Revaluation Reserves	559,971	586,142
Other Reserves	217	230
Total Equity	742,593	773,595
Net Financial Liabilities	4,554	6,420

Statement of Cash Flow

\$'000s	2023-24 Forecast	2024-25 Budget
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	57,732	59,777
Investment Receipts	165	15
Payments		
Operating Payments to suppliers and employees	(42,355)	(44,625)
Finance Payments	(90)	(231)
Net Cash provided by (or used in) Operating Activities	15,452	14,936
Cash Flows from Investing Activities		
Receipts		
Amounts specifically for new or upgraded assets	835	-
Amounts received specifically for Replacement of Existing Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
Sale of replaced assets	298	446
Repayments of loans by community groups	-	-
Payments		
Expenditure on renewal/placement of assets	(10,588)	(12,766)
Expenditure on new/upgraded assets	(2,994)	(4,320)
Net purchase of Investment Securities	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-
Distributions Received from Equity Accounted Council Businesses (Loss)	-	-
Net Cash provided by (or used in) Investing Activities	(12,449)	(16,640)
Cash Flows from Financing Activities		
Receipts		
Proceeds from borrowings	-	1,704
Payments		
Repayments of borrowings	(3,003)	-
Net Cash provided by (or used in) Financing Activities	(3,003)	1,704
Net Increase/(Decrease) in cash held	-	-
Plus: Cash & cash equivalents at beginning of period	1,655	1,655
Cash & cash equivalents at end of period	1,655	1,655

BUDGETED FINANCIAL STATEMENTS

Statement of Equity

\$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2024-25 Budget				
Balance at end of previous reporting period	182,405	559,971	217	742,593
Net Surplus/(Deficit) for Year	2,638	-	-	2,638
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	26,171	-	26,171
Share of Other Comprehensive Income – Equity Accounted Council Businesses	2,192	-	-	2,192
Other Comprehensive Income	-	26,171	-	28,363
Total Comprehensive Income	4,830	26,171	-	31,001
Transfers between reserves	(13)		13	-
Balance at end of period	187,222	586,142	230	773,594
2023-24 Forecast				
Balance at end of previous reporting period	177,026	559,971	217	737,214
Net Surplus/(Deficit) for Year	4,330	-	-	4,330
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-	-	1,050
Other Comprehensive Income	1,050	-	-	1,050
Total Comprehensive Income	5,380	-	-	5,380
Balance at end of period	182,405	559,971	217	742,593



27,410
27,410

DRAFT LONG-TERM FINANCIAL PLAN

\$'000	2023-24 Q3 Forecast	2024-25 Budget	2025-26 LTFP Year 2
Income			
General Rates Income	46,732	48,849	50,803
Other Rates and Levies	2,153	2,242	2,321
Statutory Charges	1,852	1,792	1,855
User Charges	2,253	2,465	2,551
Grants, subsidies & contributions	3,455	3,142	3,258
Investment Income	165	15	15
Reimbursements	202	217	225
Other Income	1,043	1,070	1,107
Operating Projects	42	-	-
Total Income	57,897	59,792	62,135
Expenditure			
Employee Costs	20,247	20,927	21,649
Materials, Contracts & Other Expenses	20,577	22,009	22,779
Depreciation, Amortisation & Impairment	12,000	12,247	12,731
Finance Costs	90	231	235
Operating Projects	1,531	1,688	1,600
Total Expenditure	54,445	57,102	58,994
Operating Surplus/(Deficit)	3,452	2,690	3,141
Capital Renewal Expenditure (net)	10,290	12,320	12,743
New Capital Expenditure (net)	2,159	4,320	4,140
Total Capital Expenditure (net)	12,449	16,640	16,883
Add back Depreciation	12,000	12,247	12,731
Operating Surplus/(Deficit) less capital expenditure	3,003	(1,703)	(1,011)
Fixed Term Borrowings	288	-	-
Cash Advance Debenture (CAD Borrowings)	1,567	3,558	4,569
Total Borrowings	1,855	3,558	4,569
Repayment of Fixed Term Borrowings	277	288	
Repayment/(draw-down) of CAD	2,726	(1,991)	(1,011)
Net repayment/(draw down) of borrowings	3,003	(1,703)	(1,011)
Operating Surplus Ratio (Target 4-6%)	6.0%	4.5%	5.1%
Net Financial Liabilities Ratio (Target <80%)	8%	11%	12%
Asset Renewal Funding Ratio (Target 100% average over 10 years)	114%	100%	100%
Asset Sustainability Ratio (Target 100% average over 10 years)	88%	101%	100%

The draft Long Term Financial Plan above excludes proposed Equity Accounted Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste).

2026-27 LTFP Year 3	2027-28 LTFP Year 4	2028-29 LTFP Year 5	2029-30 LTFP Year 6	2030-31 LTFP Year 7	2031-32 LTFP Year 8	2032-33 LTFP Year 9	2033-34 LTFP Year 10
52,581	54,158	55,783	57,457	59,180	60,956	62,784	64,668
2,385	2,445	2,502	2,565	2,625	2,691	2,754	2,823
1,910	1,958	2,007	2,057	2,109	2,161	2,215	2,271
2,628	2,694	2,761	2,830	2,901	2,973	3,047	3,124
3,153	3,232	3,313	3,395	3,480	3,567	3,657	3,748
15	15	15	15	15	15	15	15
231	237	243	249	255	262	268	275
1,141	1,169	1,198	1,228	1,259	1,291	1,323	1,356
-	-	-	-	-	-	-	-
64,044	65,909	67,822	69,797	71,824	73,916	76,064	78,280
22,298	22,967	23,656	24,366	25,097	25,850	26,625	27,424
23,463	24,049	24,650	25,267	25,898	26,546	27,210	27,890
13,170	13,557	13,956	14,366	14,788	15,222	15,668	16,128
273	321	363	399	428	449	461	463
1,648	1,689	1,731	1,775	1,819	1,865	1,911	1,959
60,851	62,583	64,357	66,172	68,030	69,931	71,875	73,863
3,193	3,326	3,466	3,625	3,794	3,985	4,188	4,416
13,125	13,453	13,790	14,134	14,488	14,850	15,221	15,602
4,264	4,371	4,480	4,592	4,707	4,825	4,945	5,069
17,389	17,824	18,270	18,727	19,195	19,675	20,166	20,671
13,170	13,557	13,956	14,366	14,788	15,222	15,668	16,128
(1,027)	(941)	(848)	(735)	(613)	(467)	(310)	(127)
-	-	-	-	-	-	-	-
5,596	6,538	7,386	8,121	8,734	9,201	9,511	9,637
5,596	6,538	7,386	8,121	8,734	9,201	9,511	9,637
-	-	-	-	-	-	-	-
(1,027)	(941)	(848)	(735)	(613)	(467)	(310)	(127)
(1,027)	(941)	(848)	(735)	(613)	(467)	(310)	(127)
5.0%	5.0%	5.1%	5.2%	5.3%	5.4%	5.5%	5.6%
14%	15%	16%	17%	17%	18%	18%	18%
100%	100%	100%	100%	100%	100%	100%	100%
100%	99%	99%	98%	98%	98%	97%	97%



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